



# INDUSTRY ROUNDTABLE

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## Promotion requires collaboration

ARCHITECTURE AND TOURISM LEADERS SEE MOMENTUM BUT WANT MORE



JIM COURTNEY

Professionals representing a variety of architectural and tourism interests discussed their challenges during a roundtable at the law offices of Hodgson Russ LLP in Buffalo.

BY JAMES FINK

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There is no doubt that the region has a vast array of architectural landmarks.

Few other municipalities in the country can boast the extensive list of works by Frank Lloyd Wright, Louis Sullivan and Frederick Law Olmsted.

Yet capitalizing on that, and carving a niche for Western New York as an architectural destination needs a

lot of assistance. That was the central theme during a recent panel discussion sponsored by Buffalo Business First, Hodgson Russ LLP and Freed Maxick CPAs PC.

"I would say, first of all, that we should really think of ourselves as electricians to start to wire all these endings together," said James Sandoro, founder of the Buffalo Transportation/Pierce-Arrow Museum on Michigan Avenue.

By virtue of Buffalo hosting major architectural and tourism gatherings such as the 2011 conference of

the National Trust for Historic Preservation and last year's convention of the Congress for New Urbanism, the region is making inroads.

But the panelists agreed that more is needed and the region can ill afford to rest on its laurels.

"We need to be able to tell the story," said Patrick Kaler, president and CEO of Visit Buffalo Niagara.

To do that requires significant capital, beginning with dedicating all of the nearly \$10 million collected annually for the Erie County Bed Tax toward tourism and hospitali-

ty-based ventures.

Less than 40 percent of those funds are used to help finance Visit Buffalo Niagara and the Buffalo Niagara Convention Center.

Panelists agreed that education begins at home. Schools need to teach students about the region's legacy of architectural treasures.

"We need spokespeople," said Drew Cerza, founder of the annual National Buffalo Chicken Wing Festival. "So educating our people locally makes them marketers."

### ► BY THE NUMBERS

## \$1.6B

Amount tourists spent in Erie County in 2013

## 27,000

Visitors in 2014 to Darwin Martin House complex in Buffalo

## 70%

Darwin Martin visitors from outside Erie County

## \$4.2M

Economic impact in Buffalo of 2,500 visitors for the 2011 National Trust of Historic Preservation conference

## INDUSTRY ROUNDTABLE

### ► What is your favorite architectural, cultural and heritage site or event in the community?



#### JAMES SANDORO

Executive director, Buffalo Transportation Pierce Arrow Museum

I guess I have to be prejudiced – my favorite place is the museum. I spend all my time there. We live across the

street and lately if you've heard all the publicity, we will be the biggest car museum in the world in the next three years ... And of course, I love the Martin House, I love all the architecture in Buffalo.

#### PENNY ARMITAGE

Principal architect, Armitage Architecture

My favorite architectural landmark has to be the Visitor Center of Martin House.

#### JAKE SCHNEIDER

Managing partner, Schneider Design Architects PC

I think my favorite part of Buffalo in terms of its architecture is the fabric that we enjoy. It's not just an individual building, but it's the neighborhoods that add up to this rich backdrop that really reinforces the special buildings we have – the Sullivan Building and buildings like this.

#### PATRICK KALER

President & CEO, Visit Buffalo Niagara

I've spent a lot of time in Chicago and that's really where my appreciation for architecture came through. When I was interviewing for this job and got the opportunity to actually come to Buffalo to check things out, I fell in love with the overwhelmingly significant architecture that we have. I think that's a really great story for us to be able to tell from a tourism standpoint.



### ► CLOSER LOOK AT THE ROUNDTABLE

The Architecture and Tourism Industry Roundtable is the 21st in a series of discussions with Western New York business leaders.

Each month, decision makers from diverse industries meet for a discussion moderated by Buffalo Business First.

Excerpts are published two weeks after the roundtable.

Upcoming topics include the Business of Sports, Fast Growing Companies and Manufacturing.

Roundtable discussions, sponsored by Hodgson Russ LLP and Freed Maxick CPAs PC, are held at the law firm's Pearl Street offices in Buffalo.

#### CLINTON BROWN

President, Clinton Brown Company Architecture PC

I grew up immersed in the Niagara River from lake to lake and I don't have a favorite because I like everywhere here. And the Erie Canalway embodies all of the elements that we're talking about and is the place where so much of America was made, that it's difficult to pick out a favorite one.

#### RAYMOND BEDNARSKI

President and CEO, Kideney Architects PC

I grew up in the Riverside area of North Buffalo and am a graduate of Hutch Tech High School, so I spent a lot of time in the city and its various riches architecturally in Buffalo. There's so much to appreciate. Really, as a young person it inspired me to seek a career in architecture. If you held a gun to my head, I would probably say that City Hall and Central Terminal would be two of my favorites because I'm a real fan of Art Deco, but there's so much more to appreciate here.



#### ROBERT SHIBLEY

Dean, UB School of Architecture & Planning

I would say that much like Jake just said, there's a fabric to the pattern of building in Buffalo and the city remedial plan and what it creates in the architectural response all over the city. To me, that's a source of great pleasure. So I guess if I'm going to pick something, it's going to be the architecture of the city as a whole and the street and the fabrics that they come from and contribute to.

#### ROBERT STARK

Partner, CJS Architects

We're located down in the Larkinville area where we've recently redeveloped a building down there. We feel very fortunate to be a part of the renaissance that's happening in Buffalo with all these historic buildings. So it would be very

difficult for me to pick one as well. I'd have to go with Jack and Bob here and say the fabric of this city with the Olmsted Parks, the Radial Plan and I think the location of the city relative to Canada and the waterfront are just tremendous assets. One area that I'm particularly interested in now and I think has tremendous potential and is really on the rise is the Old First Ward. I'm from South Buffalo and the history down there and the grittiness and the grain elevators and the river, I think, are things that are going to be a big tourist attraction very soon because it's going that way right now.

#### JOHN PERCY

President & CEO, Niagara Tourism & Convention Corp.

I love being neighbors to these wonderful architectural gems and atmosphere that really reside here in Buffalo. But I think since this involves heritage tourism, we have some wonderful heritage sites in Niagara County with Old Fort Niagara being sort of my favorite. I shouldn't position one against any of the others, but Old Fort Niagara – being the oldest fortress on the Great Lakes and an authentic French castle that sits on the brink over Lake Ontario and Niagara River – is absolutely stunning. And then the Flight of Five and the Historic Lockport Locks are another gem and really a beautiful wonder in our backyard – the only double set of locks on the Erie Canal. So we have many and we could sit here all morning and talk about our gems. So it's good to be here, thank you.



#### DREW CERZA

Organizer, National Buffalo Wing Festival

You're probably wondering what the chicken wing guy is doing here. But I actually had Patrick's job for a year on an interim basis when I was on

the board of the old Convention & Visitors Bureau and I was involved when we pitched the National Trust to come in 2011. I think it was which was a very exciting time and also put us on the map. I managed to own some property down in Ellicottville. I'm excited about the new properties

that have come online recently – the Teddy Roosevelt site, Pierce Arrow Museum and I'm really excited about the Richardson Complex, which I think could be a real game changer. But I think the beauty of it all is the passion that the architects had and that history is not getting lost. It's got to be a combination of the beauty of the building and the history, and I think Buffalo's done a great job with that.

#### MARK WENDEL

Associate principal, Flynn Battaglia Architects

Like all, there's a number of buildings downtown, the Guaranty Building was my first introduction to architecture when I was taking tours in school and coming downtown. And as you get older in the profession, the ornateness and delicacy that's on the structure – its strength is something that's very beautiful. The Richardson Olmsted Complex is another building that's great to see revitalized and be a part of that. But another building that maybe doesn't get talked about is the Botanical Gardens in South Buffalo. It's a great cultural event to kind of go through. With the gardens, the greenhouse and the architecture that is utilized to create these forms and then with the glass and the weather that we endure, I think it's a beautiful structure.

#### DENNIS MURPHY

President, InnVest Lodging Services Inc.

Our first foray into Buffalo, New York, in investment was at the Mansion on Delaware Avenue, which brought a luxury hotel product to the marketplace that was sorely needed, especially after we worried about the World University games and the demands. So that was how the Mansion showed up in Buffalo. Our next foray into Buffalo is the Richardson Olmsted Complex of which Hotel Henry is going to be introduced at the end of 2016, which we're very excited about. ... I think the national historic landmark the Cotter is probably my favorite.



**INDUSTRY ROUNDTABLE**

► **What do you think got people here to say we have this great collection of architectural history and cultural landmarks and we've got to bring the world here to see them?**

**PENNY ARMITAGE**

Armitage Architecture

I think it has gained momentum as more and more buildings have been able to go through the preservation process and be restored back to their original beauty. So I think as we continue along that path, and continue to preserve and protect the diversity in our architecture, not only Frank Lloyd Wright's, but also the really unique residential structures and all the way down to the grain elevators, that we will be more successful in that area.



**JAKE SCHNEIDER**

Schneider Design Architects PC

I remember graduating from college and just hearing people expound on the architectural gems that we have in this community and how lucky we are, how unique, we are. But I think as a community, it took a while for people to embrace that. And I think we take for granted this backdrop we talked about. As a Buffalonian, as you grow up, you see it everyday. Until you go somewhere elsewhere where that doesn't exist, you don't gain the real appreciation you should have for it. You go to a city like Phoenix which is economically very strong, but they don't have any sense of place. They don't have the backdrop. I think we're doing a lot of things better in this day and age than we used to. There's healthier dialogue in terms of any civic project. Canalside was really kind of the community taking over a project and it wasn't until we started to talk about what we really wanted, what people wanted, that we gained traction there, and I think now that's standard practice. ... Cultural tourism is definitely an asset that people understand and it's due to a lot of things. The conference we had here that brought a lot of notoriety and money to town was I think probably a defining moment.

**PATRICK KALER**

Visit Buffalo Niagara

I think from our standpoint, when we hired RSA to be our PR firm out of New York and they don't specialize necessarily in travel and tourism PR, but they specialize in architecture and cultural aspects, arts and culture. I think that they have done a great job of really putting our assets on the map within those circles. When I first got here and looked at their tear sheet lists of publications, I didn't know any of the publications. These aren't in our tourism world. But then learning more about the rationale behind hiring them was really to get the momentum about our assets at that higher level, to have that community really recognize Buffalo for the architecture and the cultural arts significance that it has. I think that has played into National Trust coming, CNU, the Society of Architectural Historians coming, that's helped raise the awareness. Now we're able to tell because we've had all this great awareness, now we're able to tell a travel and tourism story with all of that significance and the recognition that we've been able to get.

**CLINTON BROWN**

Clinton Brown Company Architecture PC

It's taken two generations to be an overnight success. And maybe I'm the oldest guy in the room, but I go back to the folks who told Buffalonians what we have. Austin Fox, John Conlin and Frank Kowsky published, with the business leadership of Will Clarkson of Graphic Controls, "Buffalo Architecture: A Guide." I still have a first edition copy, maybe some of you do, too. They began to tell us the importance of what we had. And two, three great women, Minnie Gillette, Joan Bozer and Mary Lou Rath convinced the African-American community to take over the former post office where some of us may have registered for the draft – if anybody remembers back in those days – for their new downtown campus for Erie Community College. That was a huge tipping point in a major public investment. The African-American



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community did not want a used building. They wanted a building just like the suburbanites had, brand new. And that was I think a very important tipping point when that major public investment was made in downtown. Because some of you may remember downtown before that community college opened and became a welcoming place for the entire community.

**RAYMOND BEDNARSKI**

Kideney Architects, PC

I think back again, Drew mentioned this earlier, to the preservation conference here in 2011. I think people in the industry here and especially people in this room probably had an appreciation for what we had here just in terms of raw material to work with. I'm not sure the community at large except for maybe some pockets of activists and folks who had grabbed onto some properties really appreciate what we had. And that conference I think broadcast it. It reinforced to the outsiders looking in who could see the potential for what we had here. And I think in a way that kind of changed the collective psyche of the area, that this is not just what we recognize, it's recognized nationally. The other thing to me is that, and I can't put my finger on what the moment was, there seems to be a positive collaborative energy in the area now that hadn't been here for a very long time.

**ROBERT SHIBLEY**

UB School of Architecture & Planning

I go back to how the story was told academically and intellectually. Peter Reyner Banham of the Concrete Atlantis, the first fruits of the New Age, he pointed to the grain elevators and he told the world that something really special is here. And fortunately for us, he was here as well. The MIT best selling architecture book decade over decade, which is the "Buffalo Architecture: A Guide," is pretty old text at this point. It's quite out of date. There are things that we can and should do differently, but it was a milestone for the architectural community. I studied my architecture in Eugene, Oregon, and I read about Buffalo buildings, and that was in the '70s. I don't trust tipping point stories for the most part, but I could imagine that our trifecta of the National Trust, the Society of Architectural Historians and the Congress of New Urbanism year over year and for three years gave us a kind of footing in contemporary terms that we haven't had for quite awhile. So in the same way that we've had kind of an intellectual nexus in architecture in Buffalo, we had a kind of popular, kind of professional thing that historians, National Trust preservation folks, and Congress of

New Urbanism folks speaking about. The way we persuaded ourselves we could do that, kind of gave us a "Really, they would come?" They not only came, they came in droves, more than the City of Austin was able to attract, more than places that we might imagine had much to offer could attract. The Paget Films are part of that. When you listen and watch that first showing of the Best Planned City at Larkinsville, people were crying. They saw the fabric of the city displayed and placing its key monuments in context. The celebration was powerful.

**ROBERT STARK**

CJS Architects

These gentleman have really pointed out the overarching sort of progress that's been made and it did start in the '70s. I had Reyner Banham for a professor and we were down there knocking around in the grain elevators and helping with the research. It had just been growing, very slowly, I think. But now it's really picked up a lot of momentum, particularly since these conferences. I think, clearly, the big vitamin pill has been historic tax credits. And it took people awhile to learn how to use these. On the private side, the developers 10, 15 years ago, didn't want to know anything about it because they thought it was just too much trouble, too much hassle and just wasn't worth it. So increasing the stages to our tax credit from 7 percent to 20 percent, so the federal is at 20 and the state was at 20 is pretty significant. And the developers have embraced that. Now, they know how to use it and they're not afraid of it now.

**JOHN PERCY**

Niagara Tourism & Convention Corp.

I've been here 26 years, moved here 26 years ago. I was blown away by the architecture even back then. It's wonderful to see it come to fruition and to really see it come to a peak and continuing to peak. I think rarely do we give credit to elected officials, but I think over the last five or 10 years there's been a recognition by our leadership both at the state, federal and local levels to institute the tax credits

and also recognize that we need a push here in Western New York. We need a push with an infusion of dollars. I think the Buffalo Billion, thanks to Gov. Cuomo and his staff and leadership, has finally given the recognition that we lacked for so long in this community. And that has helped synergize local developers. It's great that we're going to restore these historic beautiful gems, but we can turn them into profitable businesses. We, too, can take advantage of the market and the synergy of all that. There is an evolution of heritage tourism, a recognition of what is old is now new again.

**DREW CERZA**

National Buffalo Wing Festival

Patrick and I were on a panel for tourism last week, and there's something I brought up that I think applies here as well – it's attitude. I think the game changer for me, the tipping point I should say, was definitely the National Trust, getting the National Trust folks involved here. And I'm going to take it the two or three years prior to that. When we decided we were going to pitch National Trust, we got everyone together, and that group had to convince themselves that we had a shot. And you know, when it went around that table, nobody really thought we did have a shot. But we wanted to believe, we wanted to believe and everybody started believing. We got the bid. Everybody was shocked and pleasantly surprised. It was beautiful and all of a sudden, chests just started going out a little bit and everybody started feeling really good and really proud.

**MARK WENDEL**

Flynn Battaglia Architects

I think for me a tipping point came when there was a community pride and the sense was, we are more than just the significant buildings in downtown. And the community wanted to have a voice and make sure that this fabric of the streets along Delaware, buildings along Broadway coming into the city were maintained. And I think like the waterfront, public involvement started to come forward. Groups started to be formed to make sure that buildings weren't lost. The City of Buffalo heard that. The demolition process now goes to a preservation board to make sure that people have a voice and want to know why a building is being taken down. The historic tax credit gives people the

question of why can't that be saved? There's money, maybe, to assist you to save this and keep the fabric going.

**DENNIS MURPHY**

InnVest Lodging Services Inc.

I'm going to give you three points: The tipping point, the learning point and the leveraging point. The tipping point was, no question, not when we attracted the Preservation Conference but when it arrived in Buffalo. The learning point was when we started to pitch way back to get the world and the country specifically aware of what we had to offer to the National Preservation Conference. The tipping point was when they showed up and the leveraging point is when we took all that information and were able to show people who are interested in preservation and tourism and also the community at large, that there's economy behind it, there's a robust world behind it and, wow, we have them.

► **What should we be doing to better promote our architectural heritage aspects along with other cultural and historical sites?**

**JANNE SIREN**

Director, Albright-Knox Art Gallery

I think a tipping point that may today happen in Buffalo really occurred because of a sprawl. The population of this city declined

radically and as a result of the sprawl, many things were preserved that in other places would not have been preserved. Then there was a global megatrend swing that's not just indigenous to Buffalo and that conference coming here, but it's a move back to cities. We see it in art. If the '80s symbol of architecture is the Hancock Tower in Boston, this clean, glossy, some would call it a phallic edifice in downtown Boston, today the artisanal is coming back to art. And Buffalo is sort of surfing on that global megatrend because we have much to preserve, and it's sort of in the fabric of the world today. So it's the global megatrends that are impacting what's happening here today, I think. When people such as millennials look at Buffalo, they detect that. It's in here.

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**CLINTON BROWN**

Clinton Brown Company Architecture PC

I think as a community, we need to have in addition to the appreciation of our inheritance, particularly the built environment, we need to have a curatorial approach ... we need to continue to accelerate a curatorial approach. John Laping, Ray's predecessor at Kideney, was the one who created the Buffalo Preservation Board, the opportunity for buildings to go before that board before they were demolished. That was a huge breakthrough in John's leadership and a curatorial approach. Penny serves, I think, on the Williamsville Historic Preservation Commission, but Erie County has no historic preservation policy or policy for re-investing in its existing assets. And anybody who knows or tries to work on their house knows how few and far between the skilled craftsmen or craftswomen are available. We're growing them at Willowbank. We have a list of employers for Willowbank graduates. But the opportunity in front of our community is to bring a similar kind of curatorial skill that the Albright-Knox brings to its works of art to our built inheritance in order to pass it on. We're doing a good job, but there's still a lot more to be done.



**JAKE SCHNEIDER**

Schneider Design Architects PC

The Chinese are developing the AM&A's structure. They're going to bring tourists from New York City into Buffalo and then take them

to Niagara Falls. That's their model and they feel that they'll be able to keep that facility full. While they're here, we certainly want them to go to the Albright-Knox and to visit all our cultural tourism sites. Drew mentioned the TR site as an example of that further enhancement of this cultural experience. It's not just the architecture; it's the history and I happen to be a trustee on that site and have been for 12 years. And during those 12 years, we've rebuilt the Carriage House and renovated the mansion and tore down the neighboring bank and put an entrance in from Delaware. Unfortunately, we still have a Bank of America ATM on the property, but that was part of the deal when they gave us the building. But that experience made me realize how benefactors of this community will support cultural tourism and cultural richness. But the historic tax credit is so important to provide the gap financing. We're not there

yet because we can't develop anything in downtown Buffalo without gap financing. We can't build the apartments we're building without the historic inventory we've been using. We wouldn't be able to be building the downtown neighborhood. All the apartments are in historic properties with the exception of a very few and those are wildly extravagant price points. They're selling waterfront views and they're selling panoramic views of the city. But even those projects had some subsidies. I was at the AIA conference was in Atlanta and I just got back from there. We have a better experience for architects right here than Atlanta has for architects. What Atlanta has is a huge World Congress center. We need some type of convention space here to bring these big conventions and then we won't need Niagara Falls. We'll have these people here. So maybe with the Pegulas help and the stadium, we'll be able to create a place like that.

**JANNE SIREN**

Albright-Knox

Buffalo is a very walkable city. But we are, me too, addicted to our cars. I've made a point of walking to work two miles every day and I wear GoPro at the request of the Olmsted Conservancy folks so that I would record what it means to walk to work in Buffalo. And I'm the only one doing it and people look at me like I'm a crazy person that stole somebody's backpack. And that's troubling, so I think that we need to one step at a time, no pun intended, change that because it is a very walkable city and that's how Olmsted I think envisioned it. The other thing is that we have assets, but our community doesn't exactly know how valuable those assets are. They know they're important, but Parisians know the Albright-Knox's collection better and appreciate it more than our local community. The Albright-Knox happens to be the only museum of modern and contemporary art in the United States that has not grown in the last five decades. So it's sort of the time is ripe for so many other things in Western New York. The time is now and I think it will support the architectural legacy of this region.

► **How do we convince people here what we have before we even go beyond the 716 area code?**

**CLINTON BROWN**

Clinton Brown Company Architecture PC

Our work is everyday doing that for all of our clients, but one of the single most important things we can do as a community is have Erie County give

to Patrick all the money his industry earns. ... Our elected officials are not aware that the hospitality industry is the most useful industry for regenerating the community. I did time on his board years ago and learned that anybody can get a job in the hospitality industry at any level, whether you graduated from Cornell or you just arrived as a refugee. And so from a point of view of public policy, the hospitality industry is the one that's the most engaging of the most people in our community, giving them opportunities to grow and feed their families. The only reason Erie County showed a slight population gain in the last community census was because of the refugees that Eva Hassett and her organization helped settle in Buffalo. So how do we continue to grow our wealth? To me, the answer is attracting more people here. But the very talented folks who know how to do that only get 40 cents out of every dollar they bring to the community in terms of the bed tax because Erie County takes the other 60 and it disappears into the county budget, the garage under county hall. ... Right now we're not generating growth, we're shifting people around, which appears significant. But really to get significant growth, we need to attract more people here to spend money. And they don't use our police, they

don't use our fire. They don't use our medical systems that are so expensive as much as the residents do, but they leave behind a dollar. I don't know what the actual percentage is.

**PATRICK KALER**

President & CEO, Visit Buffalo Niagara

27 to 1 is our region.

**CLINTON BROWN, FAIA**

President, Clinton Brown Company Architecture PC

27 to 1. John, you've got the same issue in Niagara County that we're not giving these people the tools to attract the folks to enjoy our buildings, to enjoy our food and to enjoy our recreational opportunities which is the primary visitor we want to attract.

**JAMES SANDORO**

Buffalo Transportation Pierce Arrow Museum

As I board member of VBN, I agree with that wholeheartedly and I have had conversations with the county executive who I think really looks favorably on what we're doing and is going to help us in the future. But let me tell you about a

**Mark Stebbins, Director**  
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conversation I had with some City of Buffalo educators the other day about our museum and how they came in and were blown away by this transportation history from Civil War on. But nowhere in any of the curriculum of city schools and possibly the county is there anything about Buffalo's history. ... So maybe that's where we need to start is at that level, is start to educate these kids about what's happening in their county and their whole area.

### DREW CERZA

National Buffalo Wing Festival

Jim, let's just play off that. Every year I'm asked to go to Forest Elementary School in Williamsville, the second grade class. They do a field trip. They put them all on buses, 120 kids and they bring them downtown and they check out different sites. They go back to the school and they do little booklets for me and they present them to me. I do a whole Wing King thing, bring chicken wings and all that. And it's really cute, but to Jim's point, there is no education and my concern is like a lot of businesses, the clientele aging out. And there's three groups I think where there's opportunity. There's doing something in schools to educate the kids because if you get the kids, you get the parents because the kids come home and they say hey, I want to go and check this out. I always said we should put refrigerators in Albright-Knox in one area so the kids have to put the art on there and then the parents have to go and they see the museum. Get Westinghouse to sponsor it. Millennials are a very challenging group to figure out. There'd be a program for them and I think the expats. The expats all love talking about Buffalo, whether it's the Bills or wings or whatever it is. If we get them engaged with our history, our architecture, they're our best spokespeople. We need spokespeople. So educating our people locally makes them marketers. As for expats, we need to find a way to engage them when they come back and let them talk the talk about how great things are here.

### ROBERT SHIBLEY

UB School of Architecture & Planning

The clarity of the message is in one sentence, we're doing great, but we're not there yet. And in so many areas, so many things are broken. We haven't found a way to take pockets of prosperity and



relate them in some fundamental way to the broader populations that we serve as a city, as a region. When I think about architecture and tourism as the point of entry to this conversation, I think of broken systems in preservation and broken systems in the context that surrounds preservation. So do we know what we have here and the answer is no. But even around this table, we don't know what we have. There is no systemic full inventory of the resources in our community. So let's do the inventory. The second thing is that we don't have systems that protect the resources that we don't know we have. So what's the protection system and how does it function and where does that play out? Third piece to this is education. That is protect and communicate it in a really full way to all of audiences – the kids, the parents, the seniors, the people in the broader catchment area that we would like to attract here as visitors and tourists. And then finally and this is the one that kills me, we have this tendency to aim our 16-inch guns at each single project. We're going to make the Richardson happen. We're going to make the Martin House happen. And we re-invent all over again the next project. There's not a single kind of historic resources restoration project associated with our own community that is going to continue to work its way through the resources we know we have and the ones we don't know we have yet.

### ► What should we be doing next?

### JAMES SANDORO

Buffalo Transportation Pierce Arrow Museum

We should really think of ourselves as electricians who start to wire all these endings together. Someone will ask you where will I go next? And to that person, I'll say go to the Martin House, go to the zoo, go to all these things. And we're trying to do it at VBN, but we really should have a complete inventory that all of us have that we can give to somebody and do it. But let's start to wire these things together between us and Niagara Falls and everything else because that's where power is. We've all these broken circuits that broke over the years because of our economy, all the excuses, all the reasons why we aren't what we were. We can do that again but we have to work together and wire ourselves together.

### PENNY ARMITAGE, R.A.

Armitage Architecture

All these organizations operate independently by nature. And I think we need to start to collaborate our efforts and move forward as one.

### JANNE SIREN, PH.D

Albright-Knox

I agree. Three C's: Collaborate, converge and communicate.

### PATRICK KALER

Visit Buffalo Niagara

For us, I would say would be to continue to be consistent with our overall messaging of architecture and culture and history. We're seeing great progress with that. Just a couple of weeks ago, we hosted an architecture and design critic from the Guardian. His first blog went out yesterday, but as we continue to engage these types of folks to tell our story, that's where we've going to see some success and get that traction.

### ROBERT STARK

CJS Architects

I think one of the big themes that I hear today is basically about connectivity and people understanding what other people are doing and it's more than just organizations. It's also the physical environment. I think there are tremendous things going on in the city right now with the walking culture, the biking culture, connecting the dots in a physical way. ... I think that connectivity also applies to organizations. We have VBN. We have a myriad of hard working people ... and it amazes me that we're all in the same place and we kind of don't know what other people are doing when we're pulling in the same direction.

### JOHN PERCY

Niagara Tourism & Convention Corp.

I think we need to continue to educate and be public advocates and political advocates. Our job, I think Patrick and I, we spend probably 50, 60, sometimes upward of 80 percent of our days in the political arena. And it's because we've learned over the last four or five years that the political arena is one of our newest market segments. We have to educate our elected officials on the importance of heritage tourism and everything that goes along with that so that we can get the proper funding flowing to us so that we can get that word out.

### MARK WENDEL

Flynn Battaglia Architects

As I'm listening to all the responses, I think the one thing that's great about this group is we're all talking about what are we going to continue to do and we're not resting on our laurels, reflecting on what's been done. We all recognize there's been great strides over the past decades to get us to this point. But we need

to find out and continue with the education, with the communication amongst not only to the outsiders, but the community that what we have here is something that can be maintained and can grow this community. With the conferences coming I think it heightened a lot of people's attention to and started getting intrigued about what we have downtown. In 2018, Buffalo will be the host city for the Association of Preservation Technology Conference. So that's another great entity. It's kind of maybe a lesser known conference in the industry, but it is a fabulous conference and it gets people from around the country and international. The last couple of host cities have been Montreal and Denver. I think this year, it's in Kansas City. So we have to be the stewards. We have to be able to speak up and continue this process because we've got more people coming from around the world and around this country that's going to recognize how great this city is.

### DENNIS MURPHY

InnVest Lodging Services Inc.

We can all find faults of what we don't have and can't get done. Let's look at what we're doing well, do more of it and do it better. Find what we're really good at, expand upon that, and let's move away from this stuff we're never really going to be good at for various reasons, doesn't matter why. That's step one. So what's next is sustainable momentum. The next piece is collaboration. And we're finding out we do a lot better when we collaborate than we do when we're the Lone Ranger. You know, we developers tend to be that way, but we found out we can't do a thing in the city without gap financing. Well, guess what? The old guys who used to go to the bank or write a check would now need gap financing. So we need other people involved. We need to have a collaborative approach to achieve a goal. And I think in everything that was said today, we need collaboration to achieve those goals. ... The last piece I'm going to leave you with is we need to turn off the power to the invisible fences. You know dogs with the invisible fence? Guess what? We have an invisible fence in Canada, Niagara County, the City of Buffalo... Turn off the power to the invisible fences, we'll be good. We'll really, really be good.